



ICAO

Doc 10118

# Global Aviation Security Plan

Second Edition, 2024



Approved by and published under the authority of the Secretary General

INTERNATIONAL CIVIL AVIATION ORGANIZATION





| ICAO

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## Message from the ICAO Secretary General



The Global Aviation Security Plan (GASeP) has proven to be an invaluable framework for Member States and industry stakeholders in guiding the establishment of priorities in aviation security. The GASeP has successfully assisted in the design and adjustment of national aviation security policies and priorities, has inspired regional road maps and frameworks, and has served as an effective advocacy tool.

Adopted in 2017 as a living document and intended to be periodically revised, the Plan, now published as a Second Edition, continues to align with current needs, capabilities and resources available to States. This Edition also takes into account the challenges presented by the COVID-19 pandemic to Member States and ICAO, as well as recent developments in the field of aviation security.

The Second Edition of the GASeP demonstrates our unwavering collective determination to strengthen aviation security worldwide. It calls for a strong expression of political will from States and industry to continue collaborating through ICAO, and to deliver outcomes at the national, regional and global levels to ensure the progressive improvement of aviation security.

-Juan Carlos Salazar, ICAO Secretary General







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## Executive Summary



The Second Edition of the Global Aviation Security Plan (GASeP) has been developed as a strategic document to guide States, industry and ICAO in their efforts to enhance aviation security. It reaffirms the Aspirational Goal to achieve and sustain a strong global aviation security system that is underpinned by full and effective implementation of ICAO aviation security Standards in all Member States. Progress towards achieving this objective will be tracked through a combination of voluntary self-reporting and Universal Security Audit Programme - Continuous Monitoring Approach (USAP-CMA) results, using milestones to assess global progress. States and industry are encouraged to leverage these when setting national goals and developing any road map to reach the shared Aspirational Goal.

In pursuit of the Aspirational Goal, the GASeP highlights the following six Global Priority Areas on which States, industry and other stakeholders may focus their efforts, and which are of equal importance: 1) Enhance risk awareness and response; 2) Maintain a strong and effective security culture; 3) Develop and promote the role of human factors; 4) Improve technological resources and foster innovation; 5) Improve oversight and quality assurance; and 6) Increase cooperation and support.

By way of background, the First Edition of the GASeP was developed to replace the ICAO Comprehensive Aviation Security Strategy (ICASS), which had been applicable for two triennia since 2011. In September 2016, following the adoption of the United Nations Security Council Resolution (UNSCR) 2309 – *Threats to international peace and security caused by terrorist acts: Aviation security*, the ICAO Assembly, at the 39th Session, agreed that there was a need for the accelerated development of the GASeP as a future aviation security policy and programming framework. The First Edition of the GASeP was issued in November 2017.

Five years since its issuance, the ICAO Assembly, at the 41st Session in 2022, requested that the GASeP be revised taking into account the lessons learned in implementation thus far and the changes that have occurred in the aviation industry since 2017, including the experience of the COVID-19 pandemic.

The GASeP will be subject to a triennial review by the ICAO Secretariat, in coordination with the Aviation Security (AVSEC) Panel, taking into account the development and changes in the aviation security environment.

## Overview

### Introduction

AIR TRANSPORT plays a significant role in the global economy. Secure air transport contributes to the enhancement of connectivity in trade and tourism and strengthens political and cultural links amongst States. According to ICAO statistics, air passenger demand in 2023 recovered to pre-pandemic levels on most major routes. Air cargo growth remains in line with previously estimated trends indicating strong long-term growth. With the expected increase in air traffic, there is a need for continuous efforts at international, regional and national levels to manage the growth in a safe, secure and efficient manner. Aviation promotes global economic growth and is a critical enabler for economic progress and development in many States. Security incidents have multiple impacts on the travelling public, especially when incidents result in injury and loss of life. Security incidents also affect confidence in air travel and cause disruption to travel and trade. A strong global aviation security system is a vital foundation for trade and tourism globally.

### GLOBAL AVIATION SECURITY PLAN (GASeP)

- is a **strategic document** for use by Member States, industry and ICAO to guide their aviation security enhancement efforts;
- reaffirms a shared overarching **Aspirational Goal** for aviation security;
- highlights six **Global Priority Areas** on which States, industry and other stakeholders may focus their efforts in pursuit of the Aspirational Goal; and
- provides **examples of actions** in each of the six Global Priority Areas for all relevant users to consider.

### Using this Document

The GASeP provides a framework to guide the work of all stakeholders in enhancing aviation security. It provides shared focus and direction for the global aviation security community through its Aspirational Goal and Global Priority Areas.

The GASeP is not a set of requirements; it does not contain specific aviation security measures, prescriptive or otherwise, as those are contained in Annex 17 – *Aviation Security* and related guidance material.

### Status of the GASeP

For further information regarding the status of the GASeP during the 2017–2022 period, as reported to the 41st Session of the ICAO Assembly in 2022, please refer to [A41-WP/4](#).

# Overview

## Threat and Risk Context

ICAO's *Aviation Security Global Risk Context Statement* (Doc 10108 – Restricted) provides an overview of the current global aviation security threat, along with high level global risk assessments. Doc 10108 notes that for many years civil aviation has been an attractive target for criminals and terrorists for a variety of reasons and that it remains especially true in the case of terrorists who continue to seek to exploit real or perceived vulnerabilities in the international civil aviation system. Terrorists have shown themselves to be innovative and may seek out a wide range of modus operandi and targets, influenced by the availability and vulnerability of such targets and dependent upon capability and the perceived opportunity for success. Whilst individual threats and risks will fluctuate from time to time, aviation security must remain among the highest of priorities for States and the global international community.

## Guiding Principles

ENSURING UNIVERSAL USE of the Plan encourages ICAO and all its Member States to uphold the following principles:

- **No Country Left Behind (NCLB).** Support effective capacity-building (including training and assistance) to ensure that aviation security Standards and Recommended Practices (SARPs) are implemented globally so that all States have access to the significant socio-economic benefits of safe, secure and reliable air transport;
- **Effective implementation and compliance with Annex 17.** Apply appropriate measures to ensure consistent outcomes, coupled with a robust quality control and security oversight system;
- **Sustainability.** Utilize measures that are proportionate and realistic in the long-term and are duly coordinated with entities from other sectors (such as aviation safety, air navigation and facilitation);
- **Cooperation and information sharing.** Strengthen cooperation and sharing of information between national entities and amongst States and stakeholders;
- **Security culture.** Maintain a strong and effective security culture in aviation, so that all staff are engaged with, and take responsibility for, security issues and display a high level of compliance with protective security measures;
- **Human capital.** Invest in aviation security personnel and integrate human factors principles into national level policies and operational reality. Ensure sufficiently qualified and competent aviation security professionals are available to operate, manage and maintain the effectiveness and efficiency of the aviation security system;
- **Innovation.** Encourage States to facilitate and advocate for the research, development and sharing of new and innovative ways to implement security policies, measures and technologies; and
- **Identifying, understanding and managing risk.** Enhance understanding of aviation security risks and take appropriate and effective actions to mitigate identified risks.

## Overview



### Role of ICAO

ICAO will continue to raise awareness of the GASeP and its importance as a strategic framework for enhancing aviation security worldwide.

These efforts will include identifying areas where States may need assistance to achieve the Aspirational Goal of the GASeP through aviation security training and capacity-building assistance, and other relevant efforts.

ICAO is also developing tools and resources for States and stakeholders to support the implementation of Annex 17 and to improve their security systems.

### Role of States and Industry

States and industry both have important roles to play in delivering enhancements to aviation security through the framework of the GASeP.

#### States

States have the primary responsibility to ensure Annex 17 SARPs are implemented fully and effectively, and that their National Civil Aviation Security Programmes (NCASP) address the potential risks across the whole aviation system. States may wish to develop national action plans or adapt existing plans to contribute to the Aspirational Goal of the GASeP.

#### Industry

Industry and other stakeholders have a crucial role in delivering enhancements to aviation security through the framework of the GASeP, and can hold tremendous capacity to contribute to achieving the Aspirational Goal through core business activities.

## Aspirational Goal

THE ASPIRATIONAL GOAL aims to unite, motivate and inspire ICAO, States and industry in their efforts to further strengthen their aviation security systems. It aims to provide ICAO, States and industry with a focus for their aviation security work. The goal is pursued at a global level, shared by all stakeholders, and is ambitious but achievable.

***GASeP Aspirational Goal:***

***To achieve and maintain a strong global aviation security system that is underpinned by full and effective implementation of ICAO aviation security Standards in all Member States.***

All States and stakeholders have a part to play in addressing vulnerabilities within the aviation network and delivering on the Aspirational Goal at the earliest opportunity. Progress towards the Aspirational Goal will be continuously tracked with the aim of achieving a positive improvement in effective implementation (EI) of ICAO aviation security Standards every year. Defined global milestones<sup>1</sup> for 2027, 2030 and 2033 are included as checkpoints at which the global community will assess the progress made and take action to ensure that delivery of the Aspirational Goal is on track.

### GASeP Milestones

By 2027, 65% of States reach or surpass 75% EI
By 2030, 80% of States reach or surpass 75% EI
By 2033, 100% of States reach or surpass 75% EI

1. Global milestones refer to specific key dates that help States measure progress towards the global Aspirational Goal. Global milestones **do not impose specific and/or additional obligations or commitments** on Member States.



## Global Priority Areas

The GAsEP highlights six Global Priority Areas on which States, industry and other stakeholders may focus their efforts in pursuit of the Aspirational Goal. Five of these priority areas were adapted from the GAsEP Priority Outcomes (refer to the First Edition of the GAsEP), as these were considered to be still relevant and important, with the addition of a new item – in the form of Priority Area 3: Develop and promote the role of human factors – to address the request made by the ICAO Assembly at the 41st Session to include greater emphasis on human factors in the GAsEP. Investing in these priority areas will assist States in their implementation of ICAO aviation security Standards.





## Global Priority Areas

**Global Priority 1: Enhance risk awareness and response.** Develop policies and establish measures that are effective, proportionate and sustainable by identifying, understanding and managing risk as an essential element. The use of risk assessments helps ensure that efforts are targeted in the right areas, where they can have the highest impact, and that emerging risks are anticipated.



**Global Priority 2: Maintain a strong and effective security culture.** Establish an appreciation of positive security behaviours amongst staff. Security is everyone's responsibility. Security is seen as a core value, with all staff thinking and acting in more security-conscious ways.



**Global Priority 3: Develop and promote the role of human factors.** Invest in people. Integrate human factors principles into aviation security policies and operational measures. Recognize aviation security roles, including the required skills and competencies necessary, as a profession, which is essential for the effective performance and sustainability of civil aviation.



**Global Priority 4: Improve technological resources and foster innovation.** Promote better technological solutions and innovative techniques that can provide the tools for enhancing aviation security effectiveness while ensuring operational efficiency and the integration of human factors principles.



**Global Priority 5: Improve oversight and quality assurance.** Establish and maintain effective quality control and oversight processes globally, nationally and locally, which are critical in delivering sustainable and effective aviation security.



**Global Priority 6: Increase cooperation and support.** Integrate effective collaboration and capacity-building between and within States, including relevant stakeholders and industry, to enable the achievement of key security outcomes more effectively and efficiently.





## Global Priority 1

### Enhance risk awareness and response

Develop policies and establish measures that are effective, proportionate and sustainable by identifying, understanding and managing risk as an essential element. The use of risk assessments helps ensure that efforts are targeted in the right areas, where they can have the highest impact and that emerging risks are anticipated.

#### Context:

For many years, civil aviation has been an attractive target for criminals and terrorists. That remains especially true in the case of those perpetrators who continue to seek to exploit real or perceived vulnerabilities in the international civil aviation system. Following successful and attempted terrorist attacks, security measures are developed and enhanced to prevent similar attacks from reoccurring. In addition to reactive aviation security measures, proactive risk-based security measures have also been developed and included in Annex 17.

#### Challenges

1. Emerging and evolving threats including but not limited to those linked to cybersecurity, unmanned aircraft systems (UAS), and risks arising from conflict zones.
2. Underreporting, non-reporting and/or delay in reporting of acts of unlawful interference by Member States to ICAO, which undermines ICAO's efforts on collecting information and analysing trends affecting aviation security.
3. Limited capability and/or capacity to conduct threat and risk assessments.
4. Lack of or insufficient cooperation mechanism between counter-terrorism and aviation security communities.

#### What can States do?

1. Ensure there is an up-to-date framework and clearly established risk management methodology. In particular, emphasize conducting national and location specific risk assessments and communicating relevant results and information to those who need it.
2. Ensure timely reporting of acts of unlawful interference to ICAO to facilitate efforts on collecting information and analysing trends affecting aviation security.
3. Ensure those conducting risk assessments are appropriately trained and are provided with the necessary tools to carry out the assessments.
4. When conducting national risk assessments, States should take into account Doc 10108 – Restricted and ensure a holistic aviation perspective and appropriate impact assessments.
5. Adjust relevant elements of their NCASP, as necessary and required, based on national risk assessments.
6. Review and amend screening and security controls arrangements in light of risk assessments, taking into account available guidance, and as necessary based on operational needs, and ensure those responsible for implementing specific security controls such as screening have a high awareness level of the threats and risks facing aviation, in particular on insider threat.
7. Establish and implement a comprehensive cyber risk management framework to manage cyber threats and risks holistically across civil aviation domains.
8. Develop, maintain and strengthen communication and cooperation with agencies responsible for threat identification to ensure up-to-date threat information is available to those performing the risk assessments.

# Global Priority 1

## Enhance risk awareness and response



### How can ICAO help?

- Raise States' awareness of and access to Doc 10108 – Restricted.
- Encourage the use of the ICAO Aviation Security Point of Contact (PoC) Network to share information.
- Continue delivering risk management workshops.
- Keep up-to-date data on acts of unlawful interference and conduct analysis of trends, while encouraging Member States to routinely report acts of unlawful interference.
- Raise awareness of the need to establish coherent cooperation between intelligence and aviation security communities.
- Adopt a better risk-based approach to the prioritization and coordination of ICAO's aviation security work programme.

### ICAO resources\*:

- *ICAO Aviation Security Global Risk Context Statement* (Doc 10108 – Restricted)
- ICAO Global Cyber Risk Considerations (expected in 2024)
- *ICAO Risk Assessment Manual for Civil Aircraft Operations Over or Near Conflict Zones* (Doc 10084)
- ICAO Risk Management Workshop
- UNOCT/ICAO Threat Assessment Models Project
- *ICAO Aviation Security Manual* (Doc 8973 – Restricted)
- *ICAO Aviation Security Oversight Manual – The Establishment and Management of a State Aviation Security Oversight Programme* (Doc 10047)

\*Not restricted to ICAO resources as other material may also be utilized



## Global Priority 2

### Maintain a strong and effective security culture

Establish an appreciation of positive security behaviours amongst staff. Security is everyone's responsibility. Security is seen as a core value, with all staff thinking and acting in more security-conscious ways.

#### Context:

Strengthening security culture and human capability remains important given the rapidly evolving threats to aviation. People are our first and best defence when it comes to acting in a security-conscious manner and promoting effective security behaviours. A positive security culture can result in staff playing a critical security role in protecting the civil aviation sector. It also helps to detect, deter and improve reporting of internal and external threats that could result in fatalities and casualties as well as operational, reputational or financial damages.

#### Challenges

1. Buy-in from staff, at all levels, from management to the operational front line.
2. Establishment and implementation of an organizational infrastructure that embeds and prioritizes security practices in day-to-day operations, with security being "everyone's responsibility" and a core business value.
3. The ability to generate political or organizational will and/or receive financial commitment.

#### What can States do?

1. Obtain high-level endorsement (such as DG/CEO level) of policies and procedures that define security culture, and what effective security looks like.
2. Develop communication strategies to raise the general public's awareness of aviation security and the importance of complying with security measures.
3. Build security culture and threat awareness into local and national training programmes.
4. Include provisions in quality control and assurance processes to monitor the effective implementation of a robust security culture.
5. Encourage staff and the general public to report aviation security-related concerns and issues without fear of negative repercussions.
6. Organize and conduct aviation security and aviation cybersecurity awareness programmes and campaigns that effectively promote collaborative and positive security culture amongst relevant entities.

# Global Priority 2



## Maintain a strong and effective security culture

### How can ICAO help?

- Maintain the ICAO Security Culture website with updated tools and material for use by all stakeholders.
- Deliver training, assistance activities and workshops on security culture.
- Convene related meetings, seminars and conferences in the regions and at Headquarters.
- Continue to promote the importance of security culture at all high-level ICAO meetings.

### ICAO resources\*:

ICAO security culture resources and guidance material, available on the [Security Culture website](#):

- ICAO Toolkit on Enhancing Security Culture
- ICAO Security Culture Campaign Starter Pack
- ICAO Security Culture Workshop
- ICAO Insider Threat Toolkit
- ICAO Pamphlet: Managing Insider Risks
- ICAO Insider Risk Workshop
- ICAO *Aviation Security Training Manual* (Doc 10207) (expected in 2024)
- ICAO Security Culture: discussion cards, customizable resources, films, e-learning training package
- Cybersecurity Culture in Civil Aviation

\*Not restricted to ICAO resources as other material may also be utilized



## Global Priority 3

### Develop and promote the role of human factors

Invest in people. Integrate human factors principles into aviation security policies and operational measures. Recognize aviation security roles, including the required skills and competencies necessary, as a profession, which is essential for effective performance and sustainability of civil aviation.

#### Context:

The human component is critical to ensure safe and secure aviation. Human factors and the impact they have on the performance of the aviation security workforce should be better understood, with defined and documented security policies in place, which set organization expectations and requirements for staff and their performance (which may be impacted by their abilities, the equipment they use and the environments in which they function). A concerted effort is needed to recognize emerging workforce requirements and obstacles and to find solutions that support staff, while making aviation security roles an attractive and professional career choice, which is essential for the sustainability of civil aviation.

#### Challenges

1. Existing working practices, such as low pay, challenging working conditions and insecure contracts, which lead to a poor security culture and a lack of motivation amongst staff.
2. Staff capabilities and limitations vis-à-vis the growing use of security equipment and new technologies, which requires continuous investment in people that is often seen as an afterthought.
3. Recruiting staff with the required aptitude and developing the minimum competency standard for future aviation security roles.
4. Negative public perceptions of aviation security within the air transport industry impacts aviation security attractiveness as a career choice.

#### What can States do?

1. Assess the impact of human factors in the workplace and measure the maturity of working environments to identify specific areas where progress should be made.
2. Support the motivation and performance of staff and make it easier for them to 'do the right thing' from an aviation security perspective, such as reporting security concerns and displaying positive security behaviours.
3. Build, develop and integrate the principles of human factors into national level policies and operational reality, ensuring that senior managers have the right human factors knowledge to make decisions.
4. Evaluate the role human factors plays in aviation security job roles in order to professionalize the workforce and maintain optimal performance.
5. Ensuring sufficient recruitment and retention of qualified and competent aviation security professionals to operate, manage, maintain and improve the effectiveness and efficiency of the aviation security system.

# Global Priority 3

Develop and promote the role of human factors



## How can ICAO help?

- Promote a strong focus on human factors, human performance and professionalization of the aviation security workforce.
- Promote the importance of a strong and effective security culture (see Global Priority 2).
- Promote aviation security roles as a profession that merits recognition of the required skills and competencies.
- Include in the ICAO Next Generation of Aviation Professionals (NGAP) Programme specific actions and initiatives that ensure enough qualified and competent aviation security professionals are available to operate, manage, maintain and improve the effectiveness and efficiency of the aviation security system.
- Outreach events and activities.
- Consider how existing ICAO human factors guidance and literature could be adapted to or be used in the aviation security domain.

## ICAO resources\*:

- ICAO human factors resources, available on the [Security Culture website](#), including:
  - ICAO Starter Pack on Human Factors and Human Performance – Strengthening Security Culture in Aviation Security
- ICAO *Manual on Human Performance (HP) for Regulators* (Doc 10151)
- Human Performance video on [ICAO TV](#)
- ICAO Human Factors Workshop (expected in 2025)
- ICAO *Aviation Security Training Manual* (Doc 10207) (expected in 2024)

\*Not restricted to ICAO resources as other material may also be utilized



## Global Priority 4

### Improve technological resources and foster innovation

Promote and apply technological solutions and innovative techniques that can provide the tools for enhancing aviation security effectiveness while ensuring operational efficiency and the integration of human factors principles.

#### Context:

Innovation is key to meeting tomorrow's expectations of aviation security and air travel as a whole and can come in the form of new technologies or optimizing all elements of current aviation security systems, including technology and process integration, human factors, policy, regulation and oversight. States should embrace this approach to innovation as a common strategy to achieve greater effectiveness, efficiency and sustainability in response to new and evolving threats to aviation security.

Cybersecurity must be duly considered when introducing new technologies so that such practices do not result in new vulnerabilities in the civil aviation security system.

#### Challenges

1. Insufficient technological resources and/or advanced equipment.
2. Absence of standard setting procedures for security equipment and the difficulty of testing and certifying equipment.
3. Insufficient frameworks to allow innovative techniques and technologies to be developed, tested and trialed in real-life operational environment.
4. Establishment of aviation cybersecurity as an essential part in upgrading systems or introducing new technologies using a robust and holistic cyber risk management framework.

#### What can States do?

1. Encourage and support development and research through trials and tests of new processes and equipment.
2. Foster a culture of innovation and new ways of thinking.
3. Organize and support innovation events and challenges, and encourage participation of start-ups and entrepreneurial companies.
4. Conduct outreach activities with industry to promote the use of appropriate technologies, including human factors considerations.
5. Link research and development activity to specific and identified risks to aviation.
6. Encourage the application of machine learning and artificial intelligence to accelerate Original Equipment Manufacturer (OEM) algorithm development.
7. Encourage the alignment of open architecture core components to foster innovative approaches, standardization and interoperability to accelerate the delivery of enhanced third-party solutions.



# Global Priority 4



## Improve technological resources and foster innovation

### How can ICAO help?

- Maintain AVSECPaedia by:
  - encouraging States to sign-up to the platform and actively participate in maintaining its content;
  - ensuring operational guidance on innovative techniques are available on AVSECPaedia;
  - ensuring the ongoing improvement of AVSECPaedia; and
  - promoting the use of AVSECPaedia.
- Regular publication of operational guidance on the use of technology and innovative techniques.
- Facilitate and enhance the exchange of information between States and industry on innovative techniques and technology.
- Ongoing organization of technology and innovation events.

### ICAO resources\*:

- AVSECPaedia
- ICAO *Aviation Security Manual* (Doc 8973 – Restricted)
- ICAO Aviation Cybersecurity Training Courses
- ICAO Training on Technology: Course Outlines and Course Design Blueprints
- ICAO *Aviation Security Training Manual* (Doc 10207) (expected in 2024)

\*Not restricted to ICAO resources as other material may also be utilized



## Global Priority 5

### Improve oversight and quality assurance

Establish and maintain effective quality control and oversight processes globally, nationally and locally, which are critical in delivering sustained and effective aviation security.

#### Context:

A common deficiency encountered is that many States do not provide effective oversight of all relevant aviation security activities within their State to ensure effective implementation of:

- Standards contained in Annex 17 – *Aviation Security*;
- security-related Standards contained in Annex 9 – *Facilitation*; and
- national aviation security requirements.

This is a fundamental responsibility of all ICAO Member States, and it is critical in achieving the common goal of a secure global aviation network.

#### Challenges

1. Insufficient resources, training, quality control and enforcement powers that result in implementation issues at the individual State level.
2. Ineffective oversight processes and procedures.
3. Available training material is not always being used, known, adapted or updated accordingly by States.
4. Lack of political will and/or financial commitment to aviation security.
5. Lack of prioritization or importance allocated to aviation security.

#### What can States do?

1. Provide the appropriate authority for aviation security with sufficient enforcement powers, financial and human resources to enable it to attract, recruit and retain qualified, trained and experienced technical aviation security personnel, national coordinators and national inspectors to conduct oversight and ensure compliance.
2. Develop processes and procedures to conduct aviation security quality control (QC) activities and coordinate efforts between stakeholders within a State.
3. Develop best practices on conducting quality control activities and coordinate efforts between States and stakeholders on auditing and peer review activities as appropriate.
4. Establish a framework to work with other States and industry to rectify gaps and implement sustainable response measures.
5. Analyse national quality control data to identify implementation issues that are systemic and require attention, including identifying the causes and patterns of non-compliance and verifying implementation and sustainability of corrective actions.
6. Develop and implement corrective action plans to ensure timely rectification of identified deficiencies, gaps and vulnerabilities.
7. Enhance the standard of training and guidance on quality assurance.
8. Engage and inform senior policy makers and decision makers on aviation security risks and their role and responsibility in establishing and conducting robust oversight and quality assurance.

# Global Priority 5

## Improve oversight and quality assurance



### How can ICAO help?

- Regularly review and update guidance material to help States assess the effectiveness of their oversight systems.
- Review the USAP-CMA report with the State's Appropriate Authority following an audit to identify gaps in QC where audit results show the need for assistance.
- Assist States to develop their national quality control programme, as needed.
- Monitor and review States' corrective action plans and their implementation.
- Conduct regular competency and harmonization workshops to ensure that all USAP auditors attain required competencies and are thoroughly familiar with SARPs and guidance material.
- Engage senior policy makers and decision makers in Member States in support of the development of robust oversight and quality assurance in their State.

### ICAO resources\*:

- ICAO *Universal Security Audit Programme Continuous Monitoring Manual* (Doc 9807)
- ICAO *Aviation Security Oversight Manual – The Establishment and Management of a State Aviation Security Oversight Programme* (Doc 10047)
- ICAO AVSEC Auditors Course
- ICAO *Aviation Security Manual* (Doc 8973 – Restricted)
- ICAO Aviation Security Training Packages and Workshops (such as AVSEC National Inspectors, National Civil Aviation Quality Control Programme Workshop, etc.)
- ICAO Aviation Cybersecurity Oversight Course

\*Not restricted to ICAO resources as other material may also be utilized



## Global Priority 6

### Increase cooperation and support

Integrate effective cooperation and capacity-building between and within States, including all relevant stakeholders and industry, to enable the achievement of key security outcomes more effectively and efficiently.

#### Context:

International cooperation is necessary and critical to enhancing aviation security, particularly in view of the complex and cross-border nature of threats to international civil aviation. Effective capacity-building (including exchange of information of national civil aviation security programmes, training programmes, quality control programmes, providing AVSEC training and assistance, etc.) can also support a secure aviation network and provide States with the lasting knowledge, abilities, skills and competencies to mitigate the threat and to keep their AVSEC personnel motivated.

#### Challenges

1. Some entities may be reluctant to participate in training, information sharing and knowledge transfer.
2. Ensuring relevant entities are aware of the guidance and assistance material available to them via States, regional groups and ICAO.
3. The sensitivity of security information may limit opportunities for sharing.
4. Lack of political commitment and limited resources to improve and sustain AVSEC continually.
5. Ensuring effective implementation of security measures may be difficult based on quality or quantity of assistance received.

#### What can States do?

1. Share knowledge on aviation security requirements, measures, processes, procedures and AVSEC technologies, as appropriate.
2. Ensure assistance and its delivery is subject to a robust process to ensure its effectiveness.
3. Actively support the work of ICAO global and regional aviation security groups, including the implementation of regional road maps.
4. Provide assistance to other States, as appropriate, considering internal resources and expertise available to:
  - a) support other States;
  - b) share expertise and knowledge with other States; and
  - c) utilize security risk profiles and audit results when planning assistance activities.
5. Engage and inform senior policy makers and decision makers on aviation security risks and their role and responsibility in increasing cooperation and information sharing.

# Global Priority 6

## Increase cooperation and support



### How can ICAO help?

- Enhance awareness of and access to ICAO guidance material and resources.
- Continue implementation of the ICAO Aviation Security Assistance and Capacity-Building Strategy.
- Support States in addressing the priority deficiencies in their aviation security oversight system.
- Regularly update all existing aviation security training to reflect the most recent editions or amendments of Annex 17.
- Deliver training and assistance, including through the ICAO Global Aviation Training Network, in all ICAO languages and measure its effectiveness.
- Provide continuous assistance to States and regions, as required.
- Support global and regional programmes and partnerships.
- Support activities under the UN Global Counter-Terrorism Coordination Compact.
- Provide appropriate forums that bring Member States together for dialogue, cooperation and collaboration.
- Engage senior policy makers and decision makers to encourage increased cooperation and information sharing, which will help improve the global aviation security system.

### ICAO resources\*:

- ICAO AVSEC Assistance, Capacity-Building and Training Programme
- ICAO Aviation Security Training Packages and Workshops
- ICAO Aviation Training
- ICAO-Certified AVSEC Instructors, Auditors and Experts
- Measuring the Effectiveness of AVSEC Training: Summary Document of Best Practices, Guidance, Performance Indicators and Tools
- ICAO Guidance and Assessment Templates for the Quality Assurance of Training Material
- ICAO *Aviation Security Training Manual* (Doc 10207) (expected in 2024)

\*Not restricted to ICAO resources as other material may also be utilized

## Experience Sharing and Review



The status of the GASeP will be monitored through a combination of voluntary experience-sharing mechanisms and the USAP-CMA effective implementation (EI) sustainability indicator, using the Aspirational Goal and the 2027, 2030 and 2033 milestones to assess global progress. Information that is self-reported will be submitted by Member States to ICAO using tools and templates provided by ICAO.

States are encouraged to set their own mechanisms for monitoring the effectiveness of their aviation security arrangements and their progress in the Global Priority Areas of the GASeP and against actions outlined in the Annex to this document.

### Experience Sharing

States and industry are highly encouraged to share experiences annually, including successes, challenges and lessons learned, with a view to accelerating the achievement of the GASeP Aspirational Goal. States and industry are encouraged to structure their progress reports by following the template in the Annex and should include in the report brief information on progress in the Global Priority Areas.

### Review

The ICAO Secretariat will conduct a triennial review of the GASeP, including the review of the global milestones, in coordination with the AVSEC Panel, by considering progress made by ICAO and Member States, and AVSEC developments. High-level status reports related to the progress will be submitted to the ICAO Assembly.

# Annex

## Template for Sharing Experiences and Best Practices

### Overview

This template has been developed to help structure the voluntary sharing of experience by States regarding their efforts to achieve the Global Priority Areas of the GAsEP, that is, non-security sensitive information on what specific actions were taken to meet the Priority Area(s) and any monitoring and evaluation mechanisms used. The objective is for the AVSEC Panel to better understand challenges and successes in States' engagement with the GAsEP and for any adjustments to the GAsEP to be made as necessary. States are invited to submit information by 31 December each year to the ICAO Secretariat so that information can be reviewed by the AVSEC Panel. Other stakeholders, including industry, that wish to provide information on their experiences and contributions to the GAsEP objectives are also invited to complete the template below. Once States fill out the template, the Secretariat will review the submissions and compile a high-level summary of progress made by States, similar to what was done by ICAO regarding security culture<sup>2</sup>.

The template below can be used for each Global Priority Area, as necessary.

### GLOBAL PRIORITY AREA

**Global Priority Area:** [Select one of the six Global Priority Areas]

**National Context:** [A brief description of the historical and current context of the problem which the Global Priority Area will address, as well as any existing circumstances which can facilitate the implementation of the Global Priority Area and any challenges to its accomplishment.]

SITUATION	AIM / OBJECTIVE	MILESTONES
[Describe the current situation that is relevant to the Global Priority Area.]	[Describe the final result and date by which it will be achieved.]	[Describe the intermediate result(s) which support the achievement of the Global Priority Area and the date by which each milestone was achieved.]
ACTIVITIES	RESPONSIBLE ENTITIES	SUPPORT FROM ICAO / OTHER STAKEHOLDERS
[Describe the activities that were undertaken to achieve the milestones (one activity per row).]	[Describe the entities responsible for implementing the activities.]	[Describe the type of support ICAO and other stakeholders provided per activity.]

— END —

2. <https://www.icao.int/Security/Security-Culture/State%20and%20Industry%20Promotional%20Material/Summary%20Document%20of%20Global%20Achievements.pdf>







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